



PERS 14-4-58

OC-MT-518

31 JUL 1979

DD/A Registry

File PERSONNEL

MEMORANDUM FOR: Deputy Director for Administration

THROUGH : Director of Finance
Director of Personnel

FROM :
Director of Communications

SUBJECT : Proposed Compressed Time Work Schedule
Experiment

1. RECOMMENDATION: It is recommended that you approve the establishment of a compressed time work schedule in the Human Resources Division of the Office of Communications (OC), as outlined in this memorandum. The schedule will be established for a period of six months, during which time the experiment will be monitored to determine its impact upon operational efficiency, energy consumption through commuter traffic, quality of services to OC employees, and the quality of life for the participating employees. Upon the conclusion of the six-month experimental period, an assessment report will be submitted to the Director of Personnel along with a recommendation to continue the schedule if it is deemed successful.

2. BACKGROUND: The Human Resources Division (HRD) of OC has the responsibility for assigning, evaluating, and counseling Telecommunications Officers and Electronic Specialists on a continuing basis. In addition, the officers assigned the office-wide responsibilities for handling EEO and grievance problems are also assigned to HRD. Because of the severe limitations of the space available HRD Officers are required to carry out their functions while sharing small offices. The nature of their work requires that they provide continuing counseling to OC employees concerning very sensitive issues and problems. However, the crowded office confines create a problem every time an employee comes in for a counseling session. Generally, either the HRD Officer must locate a vacant room elsewhere to conduct a counseling session, or the other HRD Officer must leave the office until the session is over and lose productive time away from his desk.

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Experiment

The problems of functioning effectively within adequate space are further compounded by HRD's responsibility for interviewing and testing new applicants. In addition to the desirability of conducting private interviews, it is essential that tests be conducted in vacant rooms without distractions that could affect test results and the ultimate hiring of an applicant.

3. PROPOSAL: It is proposed that a compressed time schedule be established for HRD. This schedule would authorize all employees who wish to participate to work ten hours a day, four days a week. By establishing the core work days as Tuesday, Wednesday, and Thursday, only one-half of the HRD officers would be working on Monday and Friday. This would vacate six offices on one day per week for counseling, testing, or interviewing purposes. Additionally, four offices would have a single HRD Officer present on two days of the week.

a. HRD Officers are required to work with a large degree of independence, so no loss of manpower effectiveness would be anticipated through having one-half of the Division work Monday through Thursday and the other half work Tuesday through Friday. The currently established 0830 through 1700 work hours would be adjusted to 0730 through 1800, and all employees would still be working the standard 40 hours per week.

b. An informal survey of the 26 HRD employees affected shows that, with few exceptions, they are enthusiastic about the prospect of converting to the proposed compressed time work schedule. It is planned that the compressed time schedule option be offered to all HRD employees assigned to [redacted], officers and clericals, and that the few that do not wish to participate would continue to work the standard schedule now in effect.

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4. BENEFITS: The efficiency of our HRD employees should be improved through the establishment of the proposed compressed time schedule. By working the earlier and later hours, more concentrated effort can be devoted throughout the week to production, planning, and organizing during hours with fewer distractions and interruptions. In addition, on Mondays and Fridays the HRD Officers can perform their functions in an office that is free from the distractions of sharing it with another officer, or the need to vacate an office so that it may be used for counseling.

a. The quality of services to OC employees should be improved through the increased efficiency of HRD employees and the number of offices made available for counseling, interviewing, and testing. It would be difficult to overstress this benefit, because much of the work of HRD impacts directly upon the employment, development, career, and morale of OC employees.

b. The establishment of the proposed schedule would reduce the commuting requirements of participating employees by 20 percent, and the commuting they still perform should be less difficult and time consuming because of its performance before and after the normal rush hours. In addition to reducing the commuting demands upon HRD employees, a reduction should also be effected in the energy consumed in their total commuting requirements.

c. An obvious benefit to the establishment of the compressed time schedule would be the additional day that the employees would have available to devote to their families and personal life. It is hoped that this will result in an improvement in their quality of life and a renewal of the energies they devote to their positions when they are working.



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APPROVED: /s/ C. D. May
A/ Deputy Director for Administration

DISAPPROVED: Deputy Director for Administration

DATE: 6 AUG 1979

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